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1 August 1986

RESPONSIBILITIES AND STRUCTURE OF THE NIC ANALYTIC GROUP

1. The National Intelligence Council includes a drafting component, the NIC Analytic Group. The Analytic Group was created to provide a small core of broad-gauged elite drafters immediately available and responsive to the NIC.

2. The primary responsibility of the Analytic Group (AG) is to draft NIEs, SNIIEs, IIMs, and various other interagency intelligence products -- especially those of a broad nature, whose subject matter spans geographic areas or functional disciplines.

- The AG members will normally produce the first drafts of such papers, revise them through the coordination process under the guidance of the NIO chairing the paper, and prepare them for final publication.
 - Other intelligence components will be tasked from time to time to make inputs to these drafts on specialized, primarily technical subjects. In many cases, the best possible drafter of a paper will continue to be found in a DDI office or another agency. Military Estimates are and will continue to be produced in the main by the present interagency team approach.
3. Other responsibilities of AG members:
- On his/her own initiative and with the approval of the D/AG, or as so directed, draft think papers or other in-house estimative products on broad-ranging issues of interest to C/NIC and the DCI.
 - As directed by D/AG, VC/NIC, or C/NIC, fill in as Acting A/NIOs.
 - Upon request and with the approval of D/AG, do re-draft surgery on ailing texts produced elsewhere.
 - Maintain active contact in the intelligence, policymaking, and academic communities.
 - As directed by D/AG, VC/NIC, or C/NIC, perform other duties on an ad hoc basis.

Relationships within the NIC

4. The Director, AG. The AG is under the direction of a D/AG, who reports directly to the VC/NIC and C/NIC. The D/AG's responsibilities are to:

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- Assist the VC/NIC and C/NIC to recruit AG members.
- Train AG members, assign their work, prepare their PARs, guide that work, insure the meeting of schedules, and recommend promotions and movings out.
- Act as broker with NIOs in the assigning of AG officers to Estimates drafting chores and other ad hoc services desired by the NIOs.
- Exercise quality control over all work produced by the AG's members, insuring that the NIC's demanding levels of analysis and presentation have been met before AG drafts go on to the NIOs, VC/NIC, and C/NIC.
- Draft his/her own interagency Estimates (for various NIOs).
- On his/her own initiative and/or as directed by VC/NIC and C/NIC, draft think-papers and other in-house estimative products on broad-ranging issues of interest to the DCI.
- Participate in NIO discussions and NIC decision-making.
- Plan ahead for the most constructive possible AG and its closest integration with the NIC.
- Perform other ad hoc duties, as directed by VC/NIC and C/NIC.

5. AG members will develop close working relations with those NIOs who are responsible for their particular fields of substantive expertise. The NIOs will assist AG members to deepen their substantive skills and broaden their acquaintance with senior experts in and out of the government. While members of a separate unit -- the Analytic Group -- in formal bureaucratic terms, AG members will participate, along with the NIOs and ANIOs, in a series of informal groups of officers pursuing common substantive problems under NIO leadership. AG officers will be available for assignment to draft interagency papers -- and other projects -- managed by NIOs, but only with the approval of D/AG. AG officers will not work directly for given NIOs, and will not be routinely available to NIOs for non-drafting tasks.

6. The AG's present T/O:

- 15 total. Of these, one is D/AG, 10 are Estimates officers, one is a computer programmer, one a research assistant, and two secretaries.
- Bodies on board (as of September 1986):
 - D/AG vacant (SIS position)
 - One Acting D/AG (Nelson, GS-15)

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- Nine Estimates officers [redacted] 25X1
[redacted] 25X1
- One computer programmer [redacted] one research assistant [redacted] two secretaries [redacted] 25X1
[redacted] 25X1
- Two bodies understrength: D/AG (SIS), and one GS-15. 25X1

7. Prerequisites for Positions on the Analytic Group:

- Top quality intellect and character.
- Broad substantive knowledge, construed to include analytic skills and multidisciplinary competence. The Group needs a variety of broadly-experienced substantive thinker-doers, not narrow specialists. Each member needs to be familiar with disciplines adjacent to his/her own, and to bring to bear interregional and multidisciplinary perspectives. For example:
 - o Military analysts should be capable in the areas of strategy and doctrine and in political-military matters.
 - o An S&T analyst will have to be able to contribute to military, economic, and proliferation work.
 - o An economist will have to be strong, in particular, on the political and other implications of economic trends.
 - o Any AC officers whose backgrounds are primarily those of regional specialists should be able to flexibly deal with multivariied requirements: e.g., a Soviet specialist should also be at home quickly on questions of Third World insurgencies, terrorism, or etc.
- The ability to go professionally where the evidence takes one, avoiding analytic bias or bureaucratic defensiveness.
- Drafting ability. This comprises a number of things, including:
 - o The ability to define policy-relevant intelligence issues and the truly key questions which comprise and legitimize an Estimate's production, and then to design a draft that ensures, by its very structure, that these key questions will be addressed.

* Part-time (30 hrs. week); does not encumber a T/O position.

** Civilian on rotation from DIA.

*** Lt. Col., on rotation from USAF.

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- o Above all the ability to write concise, sharp, lucid prose which distills the essence of the broad problems at hand, avoiding wordiness and unnecessary digression.
- Ability to defend one's theses:
 - o The ability to argue substantive positions articulately and persuasively.
 - o The ability to invent constructive new language quickly at the coordination table, so that the coordination process does not bog down.
- Self-starting initiative:
 - o The ability to accept responsibility quickly and easily, and without the need for supervision at every step to take those research, analysis, and procedural steps necessary to produce products of integrity.
 - o The ability to get away from the in-basket, in order to seek data and judgments from the best appropriate experts elsewhere.

Assignments to the NIC Analytic Group

8. The existence of the Analytic Group offers an opportunity to recruit outstanding analysts from the other directorates of CIA, the other intelligence agencies, other government departments, and the universities and institutes. The principal pool of immediate talent is represented by the DDI analysts, who are experienced and accessible and whose qualities are well known.

9. Permanent assignment of DDI analysts to the AG would tend to deprive the production offices of their better talent and sacrifice the benefits of varied experience and careers. Assignments to the AG from the DDI will therefore be rotational, with tours generally running for two or three years. While the AG requires a sizable core of experienced officers, it also has a responsibility to train promising younger analysts. It will consider candidates from GS-12 to SIS-II.

10. Rotational tours in the AG will be an important element in the career planning of DDI offices, and such assignments will be worked out between the offices and the NIC with regard to individual career advancement as well as the needs of each component.